

# **Topic 1 : Project Management**

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**Prof. Kezaiah Monzon- Cruz  
Prof. Rosicar Escobar**

# Fundamentals of Project Management

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# An Overview of Project Management



# Course Goal:

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- ❖ To provide an understanding of the principles of Project Management
- ❖ To create relevant workable project documentation, for application to real projects after the course

# PMBOK® Guide

## Project Management Body of Knowledge

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# Introduction to Project Management

PMBOK Guide identifies that subset of the project management body of knowledge that is generally recognized as good practice.

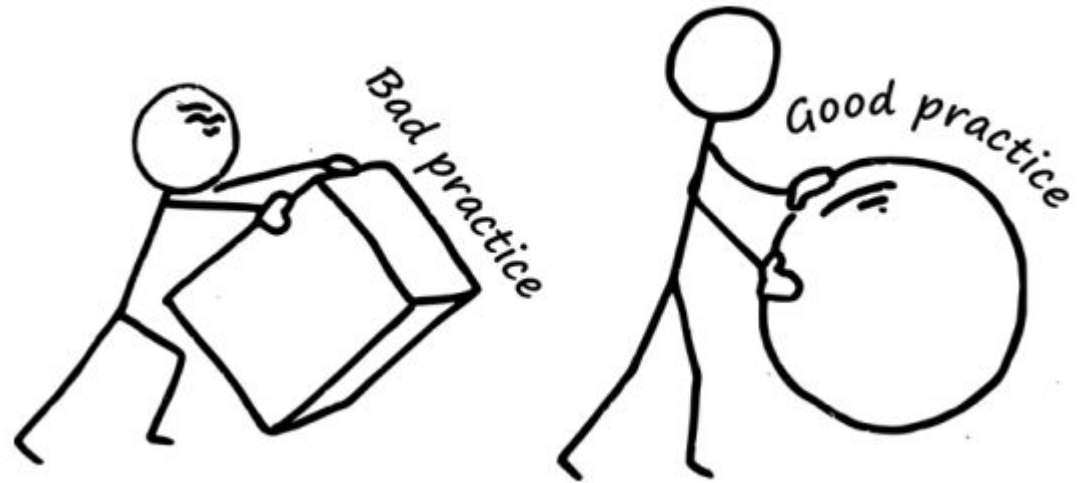
“**Generally recognized** ” means the knowledge and practices described are applicable to most projects most of the time and there is consensus about their value and usefulness.

“ **Good Practice** ” means there is general agreement that the application of the knowledge, skills, tools, and techniques can enhance the chances of success over many projects.

It provides and promotes a common vocabulary within the project management profession for using and applying project management concepts.

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**Do you know  
any good  
practice?**



# What is a Project?

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- ✓ is “*a temporary endeavor* undertaken to create a unique product, service, or result”

The temporary nature of projects indicates *that a project has a definite beginning and end.*

- The “*end*” is reached when the project’s objectives have been achieved or when the project no longer exists.
- ✓ a project may also be terminated if the client (customer, sponsor or champion) wishes to terminate the project.
- *Temporary* does not necessarily mean the duration of the project is short; it refers to the project’s engagement and its longevity.

# A Project . . .

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- ✓ Projects can also have social, economic, and environmental impacts that far outlive the projects themselves.
- ✓ Every project creates a unique product, service , or result.
- ✓ The outcome of the project may be tangible or intangible.
- ✓ Because of the unique nature of projects, there may be uncertainties or differences in the products, services, or results that the project creates.
- ✓ A project can involve a single individual or multiple individuals, a single organizational unit, or multiple organizational units from multiple organizations.



# A project can create:

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- A product that can be either a component of another item, an enhancement of an item, or an end item in itself;
- A service or a capability to perform a service
- An improvement in the existing product or service lines ; or
- A result, such as an outcome or document

# Examples of projects include, but are not limited to:

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- Developing a new product, service, or result;
- Effecting a change in the structure, processes, staffing, or style of an organization;
- Developing or acquiring a new or modified information system (hardware or software);
- Conducting a research effort whose outcome will be aptly recorded;
- Implementing, improving, or enhancing existing business processes and procedures

# Project Attributes:

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- Has a unique purpose
- Is temporary
- Is developed using progressive elaboration
- Requires resources, often from various areas
- Projects can be large or small and take a short or long time to complete
- Should have a primary customer or sponsor
- Involves uncertainty

# Project vs. Program vs. Portfolio

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Whereas a **program** is a collection of related **projects** ,  
a **project** can exist without any **program** and can be independent  
of any **program** and simply form part of the **portfolio** . **Portfolios**  
focuses on investments related to projects, operations and  
programs. **Portfolios** are investment tools that align with the  
strategy of the organization.

# PROJECT MANAGEMENT

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is “the application of knowledge, skills, tools and techniques to project activities to meet project requirements”

Management means that you are not supposed to build the house, but use your skills to organize others.

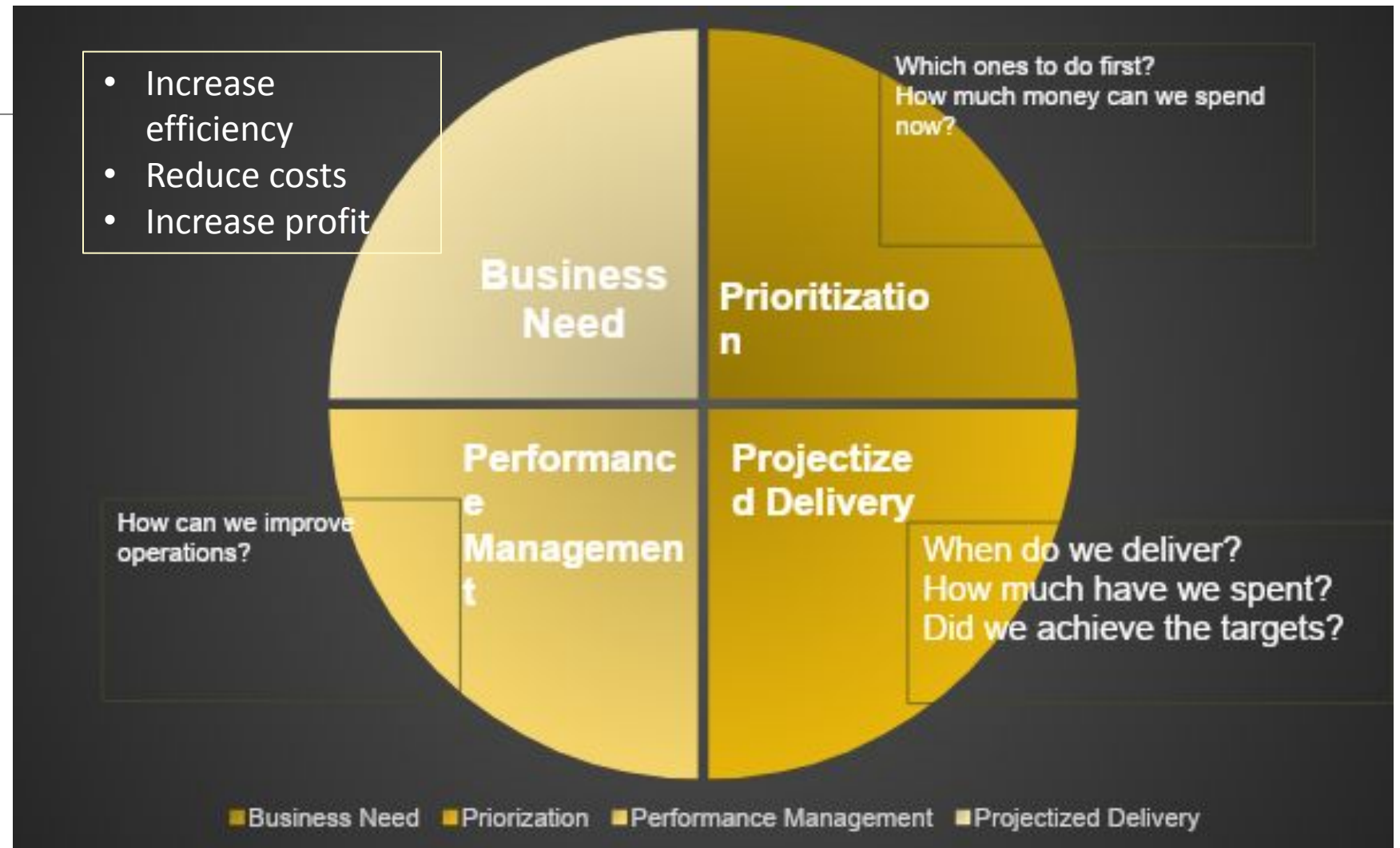
# Advantages of Using Formal Project Management

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- Better control of financial, physical and human resources
- Improved customer relations
- Shorter development times
- Lower costs
- Higher quality and increased reliability
- Higher profit margins
- Improved productivity
- Better internal coordination
- Higher worker morale (less stress)

# The Need for Project Management

- Increase efficiency
- Reduce costs
- Increase profit



# Project Success

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- The project met scope, time and cost goals
- The project satisfied the customer/sponsor
- The results of the project met its main objective, such as making or saving a certain amount of money, providing a good return on investment or simply making the sponsors happy.



# What helps project succeed?

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Success Criteria	Relative Importance
User Involvement	19
Executive Management Support	16
Clear Statement of Requirements	15
Proper Planning	11
Realistic Expectations	10
Smaller Project Milestone	9
Competent Staff	8
Ownership	6
Clear vision and objectives	3
Hard working focused staff	3
<b>TOTAL:</b>	<b>100%</b>

# The Role of the Project Manager

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# The Role of the Project Manager

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- ✓ Planning, scheduling, coordinating, and working with people to achieve project goals
- ✓ 97% of successful projects were led by experienced project managers, who can often help influence success factors

# The Role of the Project Manager

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- ✓ The Project Manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.
- ✓ Works closely and in collaboration with other roles, such as a business analyst, quality assurance manager, and subject matter experts.
- ✓ Project Manager becomes the link between the strategy and the team.

# The Role of the Project Manager

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**Effective Project Management requires that the Project Manager possess the following competencies:**

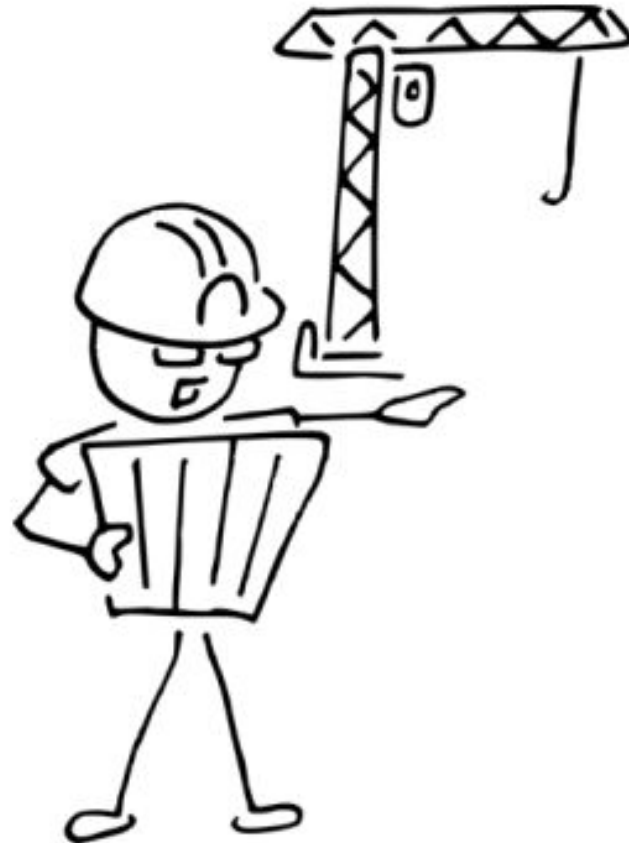
**Knowledge** – refers to what the project manager knows about project management.

**Performance** – refers to what the project manager is able to do or accomplish while applying his or her project management knowledge.

**Personal** – refers to how the project manager behaves when performing the project or related activity.

# What are the typical project management skills?

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# Suggested Skills for Project Managers

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- ✓ Be comfortable with change
- ✓ Knowledge in Project Environment, Application Area, Standards and Regulations
- ✓ The Project Management Body of Knowledge
- ✓ General Management
- ✓ Soft Skills or Human Relation Skills

# 10 Important Skills and Competencies for PMs

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1. People Skills
2. Leadership
3. Listening
4. Integrity, Ethical Behavior, Consistent
5. Strong at building trust

1. Verbal Communication

2. Strong at building teams



# Importance of Leadership Skills

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- Effective project managers provide leadership by example
- A leader focuses on long-term goals and big-picture objectives while inspiring people to reach those goals
- A manager deals with the day-to-day details of meeting specific goals
- Project Managers often take on the role of both leader and manager

# Different Skills Needed in Different Situations

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**Large projects:** leadership, relevant prior experience , planning skills, verbal communication, teambuilding skills are most important

**High uncertainty projects:** risk management, expectation management, leadership, people skills, and planning skills are most important

**Very novel projects:** Leadership, people skills, having vision and goals, self confidence, expectations management and listening skills are most important

# Project Life Cycle

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A project life cycle is the series of phases that a project passes through from its initiation to its closure..

Phases are generally time bounded with a start and ending or control point.

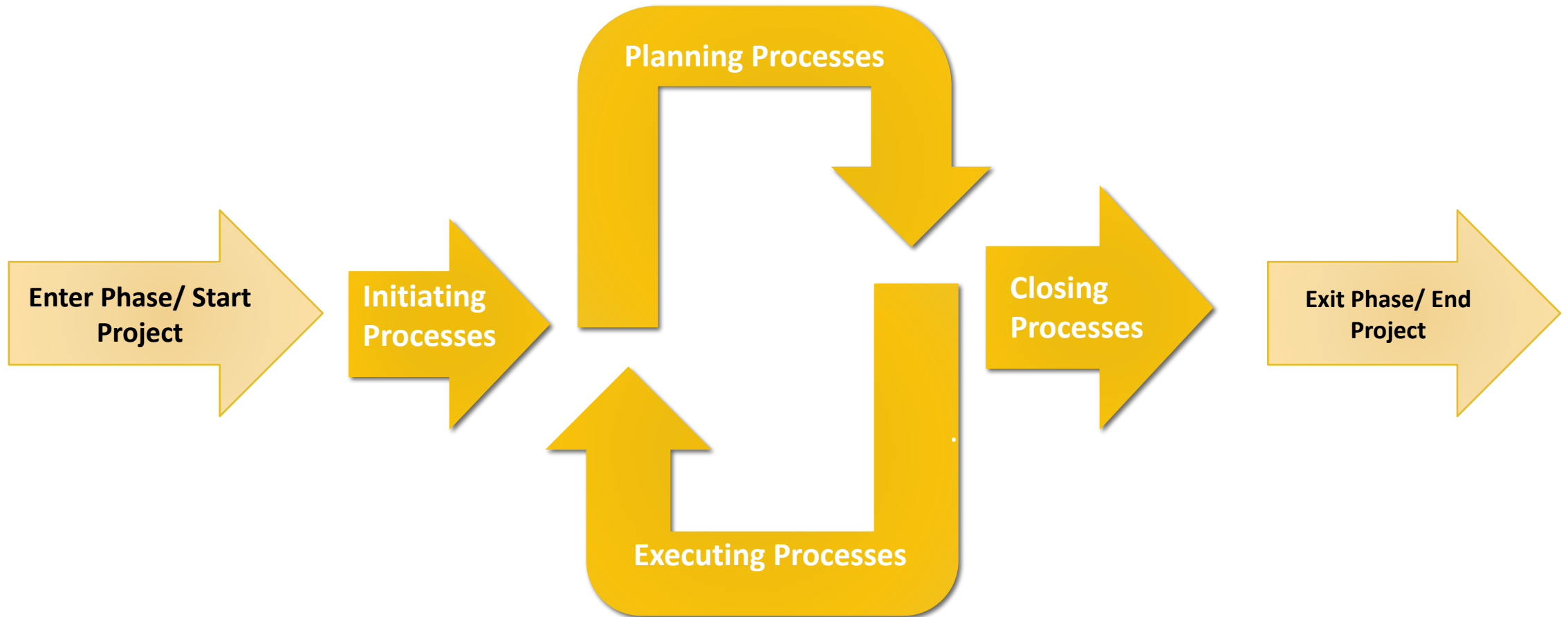
The life cycle provides the basic framework for managing the project, regardless of the specific work involved.

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# **PROJECT MANAGEMENT PROCESS GROUP**

# PMBOK Process Group

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# Initiating Process Group

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those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.

# Planning Process Group

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those processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve.

# Executing Process Group

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those processes performed to complete the work defined in the project management plan to satisfy the project specifications.



# Monitoring and Controlling Process Group

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those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.

# Closing Process Group

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those processes performed to finalize all activities across all Process Groups to formally close the project or phase.

Project Management is accomplished through the appropriate application and integration of the 47 logically grouped project management process, which are categorized into five (5) Process Groups :

- 1. Initiating**
- 2. Planning**
- 3. Executing**
- 4. Monitoring and Controlling**
- 5. Closing**

# *Managing a project typically includes, but is not limited to:*

- Identifying requirements;
- Addressing the various needs, concerns, and expectations of the stakeholders in planning and executing the project;
- Setting up, maintaining, and carrying out communications among stakeholders that are active, effective, and collaborative in nature;
- Managing stakeholders towards meeting project requirements and creating project deliverables;
- Balancing the competing project constraints, which include, but are not limited to:
  - ◆ Scope
  - ◆ Quality
  - ◆ Schedule
  - ◆ Budget
  - ◆ Resources
  - ◆ Risks

# Sample Scenarios:

## Example:

- If the schedule is shortened, often the budget needs to be increased to add additional resources to complete the same amount of work in less time.
- If a budget increase is not possible, the scope or targeted quality may be reduced to deliver the project's end result in less time within the same budget amount.

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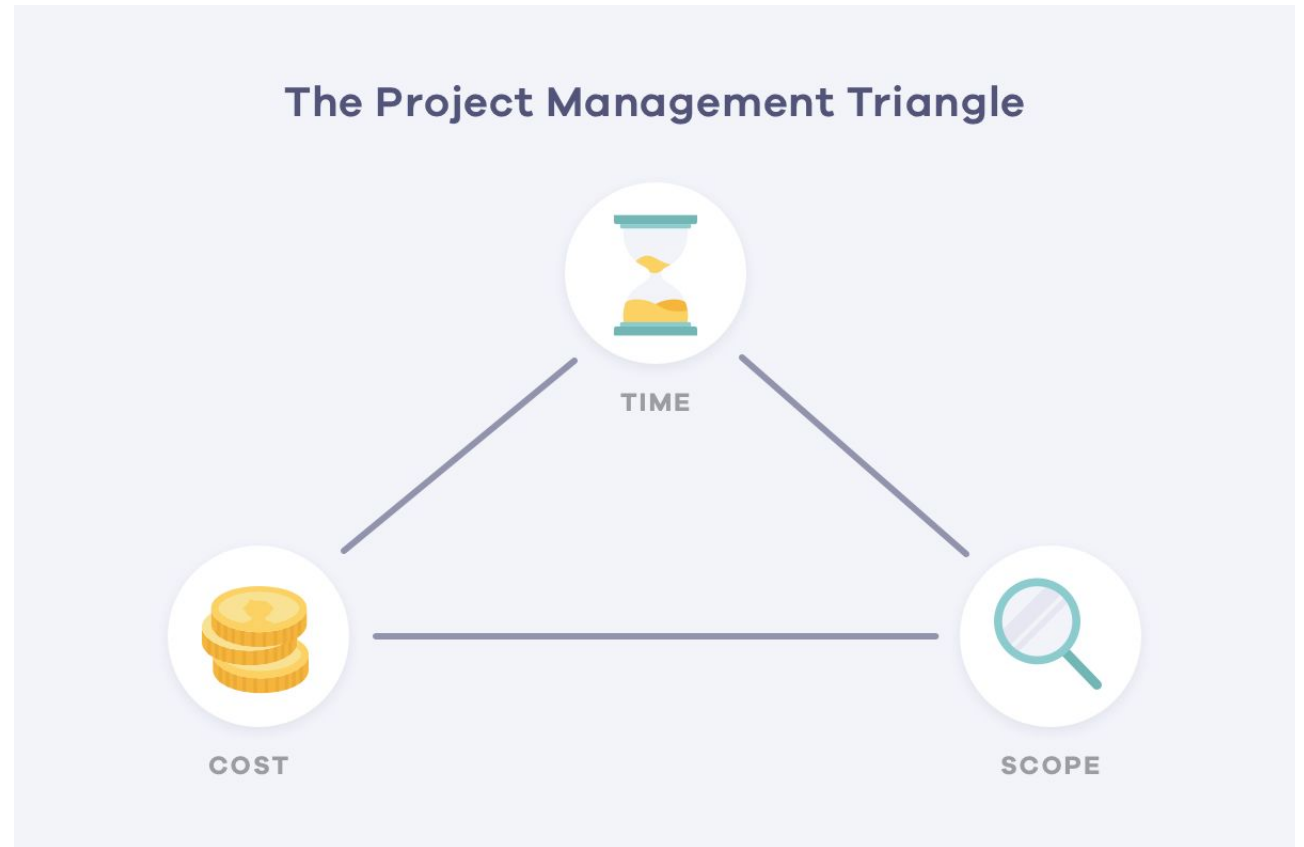
# **Project Management Constraints**

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**Cost:** The financial constraints of a project, also known as the project budget

**Scope:** The tasks required to fulfill the project's goals

**Time:** The schedule for the project to reach completion



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Projects must be delivered  
within cost

Projects must be delivered on  
time

Projects must meet the agreed  
scope – no more, no less

Projects must also meet  
customer quality requirements





# The Project Management Constraints

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## 1. Cost:

- All projects have a finite budget; the customer is willing to spend a certain amount of money for delivery of a new product or service. If you reduce the project's cost, you will either have to reduce its scope or increase its time.

# The Project Management Constraints

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## 2. Time (Schedule):

As the saying goes, 'time is money', a commodity that slips away too easily. Projects have a deadline date for delivery. When you reduce the project's time, you will either have to increase its cost or reduce its scope.

# The Project Management Constraints

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## 3. Scope:

Many projects fail on this constraint because the scope of the project is either not fully defined or understood from the start. When you increase a project's scope, you will either have to increase its cost or time.

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**END**

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